

The influence of knowledge management processes on innovation in 3 stars hotels in Bandar Lampung

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ABSTRACT

This study investigates the impact of knowledge management processes on innovation in three-star hotels in Bandar Lampung. With the rapid growth of the tourism sector, effective knowledge management has become crucial for enhancing hotel performance. Data were collected from employees at six hotels using questionnaires and interviews. The analysis, employing multiple linear regression, revealed that knowledge acquisition and knowledge utilization significantly impact innovation, while knowledge sharing did not show a significant effect. The results indicate that a 100% increase in knowledge acquisition and utilization leads to notable improvements in innovation. The study underscores the importance of integrating knowledge management practices to drive innovation in the hospitality industry. The findings offer valuable insights for hotel management aiming to enhance competitive advantage through effective knowledge management strategies.

KEYWORDS

Knowledge Management; Innovation; Hospitality Industry; Three-Star Hotels; Bandar Lampung

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Introduction

Tourism is a sector that not only offers valuable experiences to visitors but also has a profound impact on a nation's economy. As an archipelagic country endowed with natural beauty and cultural diversity, Indonesia capitalizes on these assets to attract tourists. Tourism plays a crucial role in generating substantial foreign exchange earnings at both the national and regional levels (Dahana, 2012). According to Article 1, Paragraph 3 of Indonesian Law Number 10 of 2009, tourism encompasses a range of activities supported by infrastructure and services provided by the community, businesses, government entities, and local authorities. Wahab (2003) characterizes tourism as a modern industry capable of driving rapid economic growth through job creation, income enhancement, and improvements in living standards, while also stimulating other productive sectors. Consequently, tourism is recognized not only as a form of entertainment and recreation but also as a profitable business opportunity. Lampung, a province located at the southern tip of Sumatra Island, exemplifies this trend. Data from the Central Statistics Agency (BPS) and the Ministry of Tourism and Creative Economy (Kemenparekraf) of the Republic of Indonesia reveal that domestic tourist movements in Lampung reached 10,260,000 people from January to September 2023. This indicates that Lampung is increasingly emerging as a prominent tourist destination. As the capital of Lampung province, Bandar Lampung is pivotal in attracting tourists. The rapid expansion of tourism underscores the necessity for enhanced infrastructure, particularly in accommodation facilities.

Data from 2020 to 2022 reveals substantial growth in the tourism sector of Lampung Province, with the percentage increase in tourist arrivals peaking at 171.70% in 2022. Concurrently, the sector's contribution to the Gross Regional Domestic Product (GRDP) showed some variability but ultimately reached 71.70% in 2022. This period of growth highlights a dynamic shift in the tourism landscape of Lampung. Within this evolving context, Bandar Lampung, the provincial capital, offers a range of accommodation options tailored to diverse preferences, with a notable emphasis on star-rated hotels due to their comprehensive facilities and services. In 2023, three-star hotels in Bandar Lampung, including Yunna Hotel and Capital O 459 Kuraya Residence, exhibited high levels of customer satisfaction, as evidenced by Google review scores ranging from 4.1 to 4.6. This indicates a competitive environment within the three-star hotel segment, where a balance between quality and affordability appeals strongly to tourists. Such high ratings underscore the sector's ability to meet and exceed guest expectations, reinforcing the importance of maintaining competitive standards in accommodation services.

The hospitality industry, as a crucial component of the tourism sector, has increasingly become integral in providing suitable accommodations to meet the rising influx of visitors. This growing demand for quality lodging options is reflected in the data presented (as detailed in Table 1). According to the Regulation of the Minister of Tourism and Creative Economy Number PM.53/HM.001/MPEK/2013, Article 1, Paragraph 4, a hotel business is defined as an establishment providing accommodation services in the form of rooms within a building. This may also include ancillary services such as food and beverage offerings, entertainment activities, and additional facilities. Further

elaborating, Agusnawar (2000) defines a hotel as a commercial enterprise designed to offer physical, psychological, and security services to guests throughout their stay. The scope of a hotel's operations encompasses a wide range of business activities, including the organization and management of products, services, and overall organizational structure. This comprehensive approach is essential for ensuring that accommodations are adequately prepared to address the diverse needs of tourists and to maintain a high standard of service amid the sector's expansion.

The expansion within the hospitality sector indicates a parallel escalation in competitive pressures. To achieve success in this evolving landscape, businesses must prioritize quality, value, service, innovation, and marketing agility. These elements are expected to become increasingly critical in the future (Davenport & Prusak, 1998). To maintain a competitive edge, companies must innovate continually by reducing operational costs and exploring new market opportunities (Gupta et al., 2000). Organizations adept in innovation are capable of translating employee knowledge and insights into products and services that meet customer demands and foster creativity (Hung et al., 2010). Innovation in the contemporary economy entails applying novel solutions to existing challenges or adapting traditional concepts to emerging issues, irrespective of whether these ideas originate from employees or management (Bergeron, 2003).

As competitive pressures mount, the capacity to swiftly innovate and deliver appropriate products and services to the market at optimal times has become a critical determinant of success (Klasson, 1999). Understanding the significance of organizational effectiveness in capturing market share, acquiring new customers, or enhancing customer profitability is paramount (Parent, 2022). The process of organizational innovation is intricately linked to the ability to harness knowledge resources to improve organizational performance (Wu & Hu, 2018). To seize new business opportunities and sustain a competitive advantage over the long term, it is essential for organizations to safeguard and retain the knowledge that drives innovation (Ichijo & Nonaka, 2007).

In the contemporary context, the defining feature of the current era is often termed the "knowledge era," wherein knowledge itself is recognized as a crucial asset for organizations striving to navigate competitive landscapes. To effectively manage environmental changes, organizations must not only process information adeptly but also engage in the creation of new information and knowledge (Nonaka, 1994). Knowledge management involves transforming the collective knowledge of an organization and influencing its operational strategies (Hung et al., 2010). The successful execution of knowledge management necessitates a synergistic integration of human, technical, and economic competencies (Davenport & Prusak, 1998). Consequently, knowledge management is intrinsically linked to human capacity as the source of knowledge generation.

The author is interested in researching how knowledge management processes impact innovation in three-star hotels in Bandar Lampung. In a competitive environment, companies innovate to stay relevant, and knowledge management—through acquiring, sharing, and using knowledge—supports this innovation. However, challenges in applying knowledge management can lead to gaps between what is known and how it is implemented. Effective strategies can help close these gaps, improving innovation. The study aims to explore whether these knowledge management processes positively influence innovation in these hotels. The findings are expected to benefit the author by applying academic knowledge, help companies enhance innovation, and provide useful information for readers.

Literature review

Knowledge Management

Knowledge management is a multidisciplinary domain that integrates various aspects, including distinct definitions, models, cycles, and processes. According to Barclay and Murray (1997), it involves treating knowledge as a vital business asset and linking both explicit and tacit intellectual resources to achieve favorable business outcomes. Dalkir (2005) expands on this by describing knowledge management as the systematic coordination of people, technology, processes, and organizational structures to generate value through the reuse and innovation of knowledge, thereby supporting ongoing organizational learning. Gupta (2000) defines it as a process that facilitates the identification, selection, organization, dissemination, and transfer of critical information and expertise, which is essential for problem-solving and decision-making. Bergeron (2003) views knowledge management as a strategic approach to optimizing business operations, enhancing employee performance, and improving competitiveness.

Klasson (1999) highlights knowledge management's role in addressing challenges, generating ideas, identifying opportunities, and implementing actions. Building on Polanyi's (1966) distinction between tacit and explicit knowledge, Nonaka and Takeuchi (1995) introduced the SECI model—comprising Socialization, Externalization, Combination, and Internalization—as a framework for knowledge creation. The knowledge management process is characterized by three primary stages: knowledge acquisition, which involves the gathering and creation of new knowledge (Milton, 2007); knowledge sharing, which focuses on distributing knowledge throughout the organization to develop a collective knowledge base (Huysman & de Wit, 2002; McInerney, 2002); and knowledge utilization, which emphasizes the application of knowledge to enhance decision-making and problem-solving capabilities (Backer, 1991).

Innovation

Innovation, as articulated by Michael Parent (2022), refers to the business practice of generating and delivering customer value through novel, creative, and original approaches. Ichijo and Nonaka (2007) define it as encompassing the processes of searching for, discovering, developing, improving, adapting, and commercializing new processes, products, and organizational frameworks. Urabe et al. (1988) further elaborate that innovation involves the conception of new ideas and their integration into products, processes, or services, thereby driving national economic growth, creating employment opportunities, and generating business profits. The core of innovation is centered on how

organizations create value and enhance conditions, with strategic innovation focusing on advancing product or service offerings rather than simply outpacing competitors.

Parent (2022) presents the 5F framework for competitive strategies, which includes: Frontal (achieving an empowered market position), Flanking (gaining advantage by surprising competitors), Fragment (securing victory by detaching components from the overall system), Fortify (augmenting resources for advantage), and Flee (retreating to preserve resources for future use). Trott (2017) identifies seven categories of innovation: product innovation (developing or modifying products), process innovation (enhancing production processes), organizational innovation (restructuring organizational frameworks or culture), management innovation (implementing new management practices or strategies), production innovation (improving production efficiency), commercial/marketing innovation (introducing new marketing techniques), and service innovation (advancing service delivery to customers).

Methods

Data Sources and Data Collection Techniques

The data for this research includes both primary and secondary sources. Primary data is collected directly from respondents through closed-ended questionnaires designed to elicit clear responses (Sugiyono, 2013), and structured interviews, which use a fixed set of questions to gather detailed information and restrict responses to specific options (Sugiyono, 2013). Secondary data is obtained from literature reviews, books, and online sources, which do not involve direct interaction with data collectors (Sugiyono, 2013). Additionally, direct observations at the research site are conducted to gather supplementary information using all sensory inputs (Hermawan, 2019).

Population and Sample

Sugiyono (2013) defines a population as the entire set of subjects or objects possessing specific characteristics outlined by the researcher for the purpose of study and inference. In this investigation, the population comprises employees from three-star hotels in Bandar Lampung, chosen based on customer ratings on Google. Approval was obtained to conduct the research at Batiqa Hotel Lampung (rating of 4.5), Grand Anugerah Hotel (rating of 4.4), Yunna Hotel (rating of 4.4), Whiz Prime Hotel Lampung (rating of 4.3), Asoka Luxury Hotel (rating of 4.2), and Grand Praba Hotel (rating of 4.2). Sugiyono (2013) also describes a sample as a subset of the population that should accurately reflect the characteristics of the population under study. The sampling method employed is simple random sampling, which guarantees that every individual within the target population has an equal probability of being selected. The sample size was calculated using Slovin's formula. With a 10% margin of error, the computation, based on a total population of 209 employees from the aforementioned hotels, results in an approximate sample size of 68. This is consistent with Hair's (2019) guideline, which suggests a minimum sample size of 50, while typically recommending 100 samples for most research contexts.

Instrument Requirements Test

Validity pertains to the extent to which a measurement instrument accurately performs its intended function or measures what it is designed to measure. The objective of validity is to ensure that each item or instrument (such as questions or statements) effectively represents the construct being assessed, and that the internal consistency of the items is preserved when evaluating a variable. According to Ghozali (2011), a questionnaire is deemed valid if its questions accurately capture the variable it is meant to measure. In this study, validity is evaluated using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) via Statistical Product and Service Solutions (SPSS), with a KMO MSA value of ≥ 0.5 indicating validity. Reliability, conversely, measures the consistency of the questionnaire as an indicator of the variable, ensuring that responses to questions remain stable over time (Ghozali, 2011). Reliability is assessed using Cronbach's Alpha in SPSS, with a value of ≥ 0.6 deemed reliable, and higher values are preferred, especially if removing any item from the instrument improves the Cronbach's Alpha score.

Data Analysis Methods

The data analysis methods employed in this study encompass multiple linear regression, significance testing of individual independent variables, simultaneous significance testing, and the calculation of the coefficient of determination (R^2). Multiple linear regression is a statistical method utilized to model the relationship between a dependent variable (Y) and several independent variables (X). The significance of each independent variable is evaluated through the t-test, which assesses whether each variable has a significant effect on the dependent variable on its own. This assessment is based on whether the significance value (sig) is below the alpha threshold (0.05); if so, the hypothesis is accepted; otherwise, it is rejected (Sugiyono, 2013). The collective significance of all independent variables is examined using the F-test, where a significant effect is indicated if the significance level is greater than 0.05, leading to the rejection of the null hypothesis (H_0) (Sugiyono, 2013). The coefficient of determination (R^2) quantifies the proportion of variance in the dependent variable that is explained by the independent variables, with values ranging from 0 to 1. A higher R^2 value signifies a stronger relationship between the independent and dependent variables, indicating a more precise fit of the model to the data (Sugiyono, 2013).

Results

Description of Respondent Characteristics

After distributing the questionnaire, responses were gathered from various hotels in Bandar Lampung, with the following distribution: 6 respondents from Batiqa Hotel Lampung, 6 from Grand Anugerah Hotel, 20 from Yunna Hotel, 10 from Whiz Prime Hotel Lampung, 11 from Asoka Luxury Hotel, and 15 from Grand Praba Hotel. The survey collected data on gender, age, educational background, job positions, and work experience to understand respondent characteristics. The results indicate that out of 68 respondents, 50 (73.5%) were male and 18 (26.5%) were female, reflecting a predominantly male workforce. Age distribution showed that the majority of respondents were between 21-25 years old (44.1%), with the rest spread across other age groups. In terms of education, most respondents held a high school diploma or equivalent (66.2%), while only a small percentage had higher education degrees. Job positions varied, with the largest group working in F&B service (26.5%), followed by Front Office (20.6%).

In analyzing work experience, the majority of respondents had 2-4 years of experience (35.3%), indicating a workforce with relatively early to mid-career professionals. This distribution suggests a high turnover rate and a need for strategies to enhance employee retention and motivation, especially for those with longer work experience. The findings underscore the importance of tailoring training and development programs to address the predominant demographics and job roles within the hotel industry in Bandar Lampung.

Description of Respondent Answers

The survey responses revealed insights into the variables of knowledge acquisition, knowledge sharing, knowledge utilization, and innovation, with 20 predetermined statement indicators. For knowledge acquisition, the highest mean score of 4.47 was reported for the statement "Knowledge is obtained from various sources: customers, partners, and employees," indicating that 39 respondents strongly agree with this approach. This suggests that three-star hotels in Bandar Lampung support knowledge acquisition through various internal and external sources, such as employee training and partnerships, to enhance their operations.

In terms of knowledge sharing, the statement "We develop information systems to share information and knowledge" received the highest mean score of 4.44 from 35 respondents who strongly agreed. This result indicates that these hotels prioritize knowledge sharing among employees and are committed to developing systems that foster openness and collaboration. For knowledge utilization, the statement "The company utilizes available knowledge to improve the service provided to customers" achieved a mean score of 4.44, showing that the hotels effectively leverage knowledge to enhance customer service and build long-term relationships. Regarding innovation, the statement "We utilize existing services and make them better and more effective" had the highest mean score of 4.38, reflecting the hotels' efforts to continuously improve their services based on customer feedback and identify areas for enhancement.

Results of Multiple Linear Regression Test

The multiple linear regression analysis was conducted to test hypotheses related to the variables of knowledge acquisition, knowledge sharing, knowledge utilization, and innovation using the SPSS program.

Table 1. Results of Multiple Linear Regression Test

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3,616	3,946		0,917	0,363
	Knowledge Acquisition (X1)	0,894	0,269	0,384	3,321	0,001
	Knowledge Sharing (X2)	0,315	0,226	0,150	1,394	0,168
	Knowledge Utilization (X3)	0,951	0,316	0,324	3,007	0,004

The regression equation derived from the analysis is $Y = 3.616 + 0.894X1 + 0.315X2 + 0.951X3$. The regression coefficients indicate the extent to which each independent variable influences the dependent variable. Specifically, a 100% increase in knowledge acquisition is associated with an 89.4% increase in the level of innovation. Similarly, a 100% rise in knowledge sharing results in a 31.5% increase in innovation. Additionally, a 100% increase in knowledge utilization leads to a 95.1% increase in innovation. These effects are calculated while holding other variables constant, highlighting the significant contributions of each component of knowledge management to fostering innovation. The regression model thus provides a quantitative framework for understanding how variations in knowledge acquisition, knowledge sharing, and knowledge utilization impact innovation outcomes.

Results of Independent Variable Significance Test (t)

The purpose of this test is to determine whether independent variables significantly affect the dependent variable on a partial basis. The significance of these variables is assessed using the t-test, comparing the calculated t-value to the critical t-value. If the calculated t-value is greater than the critical t-value, the independent variable has a significant effect on the dependent variable; otherwise, it does not. Additionally, significance is evaluated against an

alpha level of 0.05, where the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted if the significance value is less than 0.05.

Table 2. Results of Independent Variable Significance Test

No	Hypothesis	t value	t table	Result
1	Knowledge Acquisition has a significant positive effect on Innovation (H1)	3,321	1,997729652	Supported
2	Knowledge Sharing has a significant positive effect on Innovation (H2)	1,394	1,997729652	Not Supported
3	Knowledge Utilization has a significant positive effect on Innovation (H3)	3,007	1,997729652	Supported

The t-table value, derived from the degrees of freedom ($df = 64$), is 1.9977. The test results reveal that the t-value for knowledge acquisition is 3.321, which surpasses the t-table value of 1.9977 and is associated with a significance level of 0.001. This indicates a statistically significant effect of knowledge acquisition on innovation. In contrast, the t-value for knowledge sharing is 1.394, which is lower than the t-table value, and the corresponding significance level is 0.168. This suggests that knowledge sharing does not have a significant effect on innovation within the context of this study.

On the other hand, the t-value for knowledge utilization is 3.007, which also exceeds the t-table value of 1.9977. The significance level associated with this t-value is 0.004, demonstrating a significant impact of knowledge utilization on innovation. These results collectively underscore the varying degrees of influence that different knowledge management components have on innovation, with knowledge acquisition and knowledge utilization showing substantial effects, while knowledge sharing does not appear to contribute significantly.

Results of Simultaneous Significance Test (F)

The objective of this test is to evaluate whether the independent variables collectively exert a significant impact on the dependent variable. This is achieved through the F-test, which involves comparing the computed F-value against a critical F-value. To determine the critical F-value, one must consider the confidence level ($1 - \alpha$) and the degrees of freedom, which are calculated as $df = n - 1$. Furthermore, the F-test is analyzed by comparing the significance value to an alpha level of 0.05. If the significance value is less than 0.05, the null hypothesis (H0) is rejected in favor of the alternative hypothesis (H1).

In this instance, the calculated F-value is 24.503, which is greater than the critical F-value of 2.7482. Additionally, the significance level observed is 0.000, which is considerably lower than the alpha threshold of 0.05. These results indicate that the null hypothesis is rejected, and the alternative hypothesis is accepted. This outcome confirms that the independent variables—namely knowledge acquisition, knowledge sharing, and knowledge utilization—have a statistically significant effect on innovation. Thus, the analysis substantiates the influence of these variables on driving innovative outcomes within the studied context.

Results of the Determination Coefficient (R²) Test

The objective of this test is to assess the extent to which the independent variables affect the dependent variable. The coefficient of determination (R^2) provides a measure of how well the independent variables account for variations in the dependent variable. In this analysis, the R^2 value is 0.535, which signifies that 53.5% of the variability in innovation can be attributed to the combined influence of the independent variables: knowledge acquisition, knowledge sharing, and knowledge utilization. This indicates a moderate to substantial level of explanatory power, suggesting that these variables play a significant role in explaining the changes observed in innovation. Conversely, the remaining 46.5% of the variability in innovation is attributable to factors beyond the scope of this study. These unexplored factors may include other organizational, environmental, or contextual variables that were not examined in the current research. Thus, while the study highlights the important role of the included variables, it also acknowledges that a considerable portion of the variation in innovation remains unexplained and warrants further investigation.

Discussion

The Effect of Knowledge Acquisition on Innovation in 3-Star Hotels in Bandar Lampung

The study reveals that knowledge acquisition significantly influences innovation, reflecting the company's ability to gather knowledge from both external and internal sources. Daily knowledge acquisition serves as a foundation for individual development in the hospitality industry, supported by accumulated training knowledge. Regular evaluations, conducted monthly or annually, help departments focus on knowledge sharing and innovation planning. For instance, the front desk department holds four annual meetings led by management to share relevant information. Despite having extensive knowledge, it remains crucial for individuals to consider new ideas to foster

continuous innovation, without disregarding potential sources for knowledge acquisition. This finding is consistent with Liao's (2010) research, which confirms that knowledge acquisition has a significant impact on innovation.

The Effect of Knowledge Sharing on Innovation in 3-Star Hotels in Bandar Lampung

The study finds that knowledge sharing does not significantly impact innovation, primarily because the opportunities for sharing knowledge between department members and across departments have not reached an optimal level. In local chain companies, which operate with decentralized management, there is a strong reliance on sharing information, experiences, and knowledge from daily activities, in addition to directives from the central office. Training processes, including daily briefings, involve evaluating performance and fostering a culture of knowledge exchange between junior and senior staff. For example, new employees in the F&B division can learn recipes and cooking techniques from their colleagues, creating a routine environment of experience exchange. However, these activities need further development to establish a more productive knowledge-sharing culture that can drive innovation. This finding aligns with Teixeira et al.'s (2019) research, which also indicates that knowledge sharing does not significantly affect innovation.

The Effect of Knowledge Utilization on Innovation in 3-Star Hotels in Bandar Lampung

The research indicates that knowledge utilization significantly impacts innovation, as it prioritizes using available knowledge to enhance service quality. In companies that emphasize teamwork, knowledge is leveraged for collective success, facilitated by open communication and collaboration among department members. For instance, when handling guest complaints, some issues can be resolved by staff directly, while others may require more detailed or advanced handling. Daily briefings allow staff to share experiences from previous complaints, thereby improving individual problem-solving skills and increasing the department's collective knowledge for future similar situations. This effective use of knowledge and teamwork underpins the company's overall productivity and success. This finding supports Zhang et al.'s (2009) research, which demonstrates that knowledge utilization significantly influences innovation.

Conclusion

Based on the research findings and the analysis of data from a sample of 68 respondents, several conclusions and recommendations can be drawn. The analysis reveals that knowledge acquisition has a significant impact on innovation within three-star hotels in Bandar Lampung. This is evidenced by a regression coefficient of 0.894 and a significance value of 3.321, which indicate a substantial effect of knowledge acquisition on driving innovation in this sector. On the other hand, knowledge sharing does not appear to have a significant impact on innovation, as reflected by a regression coefficient of 0.315 and a significance value of 1.394, suggesting that this factor does not contribute meaningfully to innovation in the context studied. In contrast, knowledge utilization shows a significant influence on innovation, with a regression coefficient of 0.951 and a significance value of 3.007. This indicates that the effective application of knowledge plays a crucial role in fostering innovation within the hotels.

In light of these findings, several recommendations are proposed. First, it is advisable to enhance the implementation of best practices aimed at improving knowledge acquisition processes. This could involve adopting more effective methods for gathering and integrating new knowledge. Second, there is a need to improve information-sharing systems to promote a collaborative culture within the organization, which could facilitate better dissemination and utilization of knowledge. Third, optimizing knowledge management strategies is essential to ensure that knowledge is managed efficiently and contributes to innovation. Finally, developing more flexible mechanisms for adapting to environmental changes can help organizations remain agile and responsive to external pressures. For future research, it is recommended to expand the scope of the study to include a wider range of variables and a larger sample size. This would provide a more comprehensive understanding of the factors influencing innovation and allow for more generalizable insights across different contexts and settings.

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